ABSTRACT

The main purpose of the study was to evaluate the relationship between interactive and innovative leadership styles and the lack of intervention with managers’ emotional intelligence in East Azarbaijan sport and adolescents departments; for this reason, two multi-agents leadership questionnaire (MLQ) and a Cyber-Shrink emotional intelligence questionnaire were used efficiently. Twenty-six ones of sport department managers were selected randomly. This study was a descriptive and correlative one and in terms of research it was an applied research, too. The results showed that there is a positive significant relationship between emotional intelligence and innovative leadership styles (r=0.70, P<0.01) of course, there is no relationship between the emotional intelligence and the lack of intervention leadership style; that is, the relationship is completely negative (r=-0.39, P<0.05). There are significant relationships between all innovative leadership style elements and emotional intelligence but no significant relationship and emotional intelligence; also, the findings represented that most managers applying transformational leadership which their successors equally believed the same thinking ways, too.

Key words: Transformational leadership, transactional leadership, Laissez-faire leadership, Emotional intelligence

INTRODUCTION

Leadership is an issue that has attracted researchers and public people for a long time. Perhaps, this is due to the wide appeal of the leadership as a mysterious process which affiliated to all people. In most cases, behavior sciences scientist have tried to discover its power and ability in terms of its own conductibility based on group targets. In definition of leadership, there are many different opinions and theories; their common point is that the process of leadership has a significant influence on people. Some experts believe that the leadership is the activities leading to the enthusiastic efforts in achieving the goals of the group affected [27]. One of the most important issues of the leadership is the style of leadership that has recently attracted public attention. The leadership style is subjected to the fixed and ongoing behavior patterns which people are interacting together in this regard understanding through others [19]. The leadership styles are transformational leadership, transactional leadership and laissez-faire leadership; as the newest category of the leadership styles [12]. The theory of transformational leadership is one of the theoretical frameworks which have been stated by Burns (1978) and Bass (1985). Although Burns firstly introduced the term "transformational leadership" in the filed of politics, but he but the concepts of leadership into organizations by his studies in this case. Bass defines a transformational leader as a person who can trigger the successors for achieving what expected potentially [6]. Burns (1978) described the transformational leadership as a process that leaders and followers are able to motivate and conduct the higher levels of thoughts and manners [7]. In despite of traditional leadership theories which mainly based on sophisticated leadership mostly emphasized on the feelings and values. The transformational leadership is trying to connect the personal trends and the public to let followers struggle in reaching to their targets [34]. The leaders of transformational leadership consider the basic needs of followers in a light-potential level of motivation [22]. Burns specified that the transformational leaders are
open- minded people triggering others to fulfill exceptional affairs; In Burns view, the transformational leadership can be supplemented by everyone in each organizational situation [23]. In this kind of leadership, people can influence on other followers and this can happen to everyone in his/her daily chores but it is not most common [32].

The process of leadership is affected in the origin of transformational leadership of personal opinions and values, but no any interactions exchange between parties; these leaders have been inspired of deep values such as fair, justice, honesty and integrity [1]. The transformational leadership is consisted of four essential elements for making practical approaches:

1) Idealized influence: In this personal feature, the charismatic features of a leader are being touched and trustful for others and the successors consider the leader as their pattern/model trustfully.
2) Inspirational motivation: the leader motivates the availability of the targets to be enhanced; these people usually are optimistic for the future prosperities.
3) Mind – based motivation: the leader provokes the employers’ thoughts encouraging the successors to create problem-solving approaches and studying their problems along with the innovative techniques for the related process.
4) Individual consideration: the leader meets the successors basic needs as possibly; these leaders determine the needs of people to assists them to get their skills for reaching to the granted purposes [29]. The most essential problem of the transactional leadership is the process of interactions among the leader and the successor. They can also profit each other based on the influence bilaterally; In other words, leaders give what the successors need; for example the salary raise; and the leaders also expect their successor to recover and supplement their needs as well (like the high – profit and following the standards). In this interaction, two parties completely rely on each other, to help to meet their needs [7].

The dimensions of the transactional leadership are as follows:

1) The conditional- based praises in versus of the leader gives different praises n versus of supplemented targets; based on this theory, these praises are the most active tasks of a leader [6].
2) Management by exception: the leader trusts employers to put them to do something for their affairs and prevent any interventions. This kind if management by exception leadership. Those leaders who use this strategy trust their successors to fulfill the standard function as well. The management by exception is two types: active and passive.

In active mood, the leader with pre-reactive behavior reviews any deviations and deficiencies based on a standard way. In passive mood, the leader expects and waits the problems being indicated, then to begin his/her approaches on it strategically [26]. The main aim of the laissez – faire leadership is to let successors prevent any leadership which is considered as the passive type of leadership. In the Lassize- faire mood, there is a complete non-interactional and indifference mood; In this case, the leader prevents decision- making policies; the motivation and satisfaction of the successors get down removing any thoughtful thinking away from the leader [19]. In the last decades, the interpersonal skills has been considered as on effective leadership basics and there have positive motivations on the organizations through their supervisions and accurate planning on these activities efficiently; this makes a close intimacy among employers [23]. These obligatory issues made new features for the leaders to develop the necessary skills in this regard. One the most common variables as potentially case of leaders is the emotional intelligence [1]. The emotional intelligence is the same abilities and organizing enough capacities to motivate others for handling an effective way of feelings interacting others in a granted way [12]. In his opinion, the emotional intelligence in the job atmosphere is consisting of five essential structural elements:

1) self – awareness,
2) self- regulation,
3) Motivation,
4) Empathy,
5) Social Skills [16].

The emotional intelligence has been defined as the regulator or handler of feelings with the optimized application [18]. Bar- on (2001) considers the emotional intelligence as an essential agent of people abilities growth for their successful life and it is subjected to the emotional health and mental health of people [4]. Veisinger (1998) defines the emotional intelligence as a tool for conducting the emotion and feelings in the pavement of behavior, thoughts and the effective relationship of coworkers, parents, customers and peers to supplement the purposes [30]. An intelligent leader can control his/her temper through self- awareness and self- conduction approaches to recover them potentially. Through empathy, the effects can be tangible raising others temperament as well [12]. This kind of leader can find suitable solutions for all policies making strongly intimacies or empathy among successors [11]; therefore, the emotional intelligence is an essential key of factor for people interactive connections socially [14].
Mortazavi et al (2005) in their studies on the emotional intelligence and leadership style (transformational-transational) concluded that there is a positive significant relationship between emotional intelligence and leadership style (transformational) but this relation is negative for the transactional leadership style; also, in their study, there was a negative significant relationship between emotional intelligence and leadership style (transational) [18]. Baling et al (2000) in a study about the transformational leadership style and emotional intelligence concluded that there is a significant relationship between emotional intelligence and three elements of transformational leadership (ambition effect, inspirational motivation and individual consideration) and an element of transactional leadership (conditional praises) [3]. Palmer et al (2001) in their study on the emotional intelligence and the effective leadership showed that, there is no relationship between the emotional intelligence and the effective leadership [23]. Gardner et al (2002) in their study concluded that the top leaders are those ones who make transformational leadership more potentially better than transactional leadership [10]. Sivanathan et al (2002) carried out a research by the title of the emotional intelligence, internal deductions and transformational leadership. The results indicated that the emotional intelligence in leaders with transformational leadership style is higher and they have better effectiveness than others [28]. Duckett et al (2003), in their study on the relationship between emotional intelligence and transformational leadership showed that there is a significant relationship between the emotional intelligence with transformational leadership style [9]. Moshabaki and Dustdar (2006) in their definition of effective emotional intelligence model showed that the transformational leadership has an impact on the employers’ organizational responsibility and their emotional intelligence [21]. Moghaddami (2007) in a study about the relationship between mangers emotional intelligence and transformational leadership showed that there is a significant relationship between the emotional leadership style [19]. Yaghoubi et al (2009) showed that there is significant relationship between the emotional intelligence and transformational leadership [33]. Moradi et al (2010) concluded that there is a positive significant relationship between the emotional intelligent and transformational leadership [20]. The results of the studies broadly and domestically and Golmann’s studies representing that there is a relationship between the emotional intelligence and transformational leadership and the effective leadership needs the emotional intelligence; therefore, leaders need to have high-potential emotional intelligence and interpersonal relations to make their developments at their job atmosphere.

MATERIALS AND METHODS

The present study is a descriptive/correlation research and the variables relation are based on the research target evaluated, too. In terms of research purpose, this is an applied study. The statistical community of the present study is consisting of all managers of sport department of East Azarbaijan province. Due to the limitation of the statistical community, the statistical sample equally was selected 26 ones in this regard; then, all questionnaires were distributed between the subjects and gathered successfully. The related data using MLQ questionnaire led firstly by Bass (1985) was applied. Although, the main aim of Bass was to evaluate the transformational leadership, but due to the high-reliability of the questionnaire, he put individuals in a situation where all questions were combined together to reach to the reality of the study. This questionnaire is consisting of 36 questions based on the Likret-five options scale as two forms of leaders and successors available; thus, about each manger, “one to five”, option was used defiantly. The reliability of the questionnaire ($\alpha = 0.87$) was submitted. The second used tool in the study is the cyber-shrink emotional intelligence questionnaire ($\alpha = 0.80$). Pearson correlation coefficient was used to assess the relationship between leadership styles and the emotional intelligence; (due to the data parametric).

RESULTS

Based on the obtained information, the multi-agent leadership questionnaires were used as following: 16 ones (61.53%) managers of transformational leadership, 9 ones (34.61%) transactional leadership and one person (3.84%) Lassize-faire leadership.

This case has shown in the following figure:
As shown in Table 2, the idealism dimension from the transformational leadership with 6 ones has the greatest distribution (23.07%); In other words, the most managers believe that the idealism penetration from management terms has been strongly emphasized; then, the personal consideration dimensions from transactional leadership with 5 people (19.23%), inspirational motivation and conditioned – based praises motivation and conditioned – based praises with 3 ones (11.53%) and intellectual tendency with 2 ones (11.53%) and intellectual tendency with 2 ones (7.6%) have been established in this issue, respectively; but the lowest distribution is subjected to the laisse – faire leadership style and management based on exception with 1 person (3.8%).

In this relation, the comments of 90 employers were also used which as shown in figure 3, about 51 ones (56.66%) of the successors believe that their managers have used the transformational leadership style and 36 ones (40%)
believe that they have applied the transactional leadership style and 3 ones (3.33%) presented that their managers utilized the lassze- fare leadership style in these regards.

Table 1. The matrix of emotional intelligence correlation and leadership styles

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Emotional intelligence</th>
<th>Transformational</th>
<th>Transactional</th>
<th>Lassze- faire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>intelligence</td>
<td>0.70**</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transformational</td>
<td>0.48**</td>
<td>0.40*</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Lassze- faire</td>
<td>-0.39*</td>
<td>-0.38*</td>
<td>-0.21</td>
<td>-</td>
</tr>
</tbody>
</table>

As shown in Table 1 and the Pearson correlation coefficient between the emotional intelligence and the transformational leadership (r=0.70, P<0.01), it can be concluded that there is a positive significant relationship between the emotional intelligence and the transactional leadership style (r=0.48, P<0.01) but this relationship is negative between the emotional intelligence and lassze – faire style (r=-0.39, P<0.05). Also, there is a significant relationship between transformational and transactional leadership styles (r=0.40, P<0.05).

Table 2. The matrix of emotional intelligence correlation and the dimensions of transformational, transactional and Lassize – faire leadership styles

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Emotional intelligence</th>
<th>Idealism penetration</th>
<th>Inspirational motivation</th>
<th>Mind trend</th>
<th>Personal consideration</th>
<th>Conditional praises</th>
<th>Management based on exceptional</th>
<th>Management based on exceptional (active)</th>
<th>Lassize-faire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Idealism penetration</td>
<td>0.66**</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inspirational motivation</td>
<td>0.70**</td>
<td>0.56**</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mind trend</td>
<td>0.52**</td>
<td>0.53**</td>
<td>0.50**</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Personal consideration</td>
<td>0.47**</td>
<td>0.49**</td>
<td>0.38*</td>
<td>0.37*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Conditional praises</td>
<td>0.24</td>
<td>0.21</td>
<td>0.25</td>
<td>0.19</td>
<td>0.15</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Management based on</td>
<td>0.20</td>
<td>0.16</td>
<td>0.11</td>
<td>0.27</td>
<td>0.17</td>
<td>0.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>exceptional (active)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Management based on</td>
<td>0.17</td>
<td>-0.03</td>
<td>0.01</td>
<td>-0.08</td>
<td>0.12</td>
<td>-0.19</td>
<td>-0.16</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>exceptional (active)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Lassize- faire</td>
<td>-0.39*</td>
<td>-0.38*</td>
<td>-0.30</td>
<td>-0.10</td>
<td>-0.33</td>
<td>-0.28</td>
<td>-0.23</td>
<td>-0.11</td>
<td>-</td>
</tr>
</tbody>
</table>

The findings showed that, the emotional intelligence has significant relationship with idealism penetration (r=0.66, P<0.01), inspirational motivation (r=0.70, P<0.01), intellectual tendency (r=0.52, P<0.01) and personal consideration (r=0.47, P<0.01) but this is negative with lassize- fare (r=-0.39, P<0.05). Also, there is no any significant relationship between the emotional intelligence and conditioned–based praises (r=0.24), exceptional management (r=0.20) (active) and exceptional management (r=0.17); these relations have been shown in the table.

DISCUSSION AND CONCLUSION

In the field of leadership styles used by managers, the results showed that many managers apply strongly the transformational leadership styles than lassze – faire styles which are so similar with the successors comments. Also, they showed that most managers prefer idealism penetration than exceptional management and lassze- fare to be applied in their leadership strategies; In other words, the leader sacrifices himself/ herself considering responsibility and sharing individuals in the happiness and leisure times which is playing an important role in this regard [21]. In this manner, the manager as a trustful case transfer the sense of idealism to his/her successors efficiently. Therefore, it is suggested that the mangers should care of their approaches with high-potential efforts respecting to all employers to motivate them in their approaches; In this case, the results of the present study is matched to the results of Amir Kabiri's et al research (2006) showing that most managers have used mostly the transformational leadership but the lasszeiz- fare leadership is not strongly emphasized by these leaders [1]. Also, the results of the present study is matched to the results of Fardner et al (2002) research representing that the behaviors of mangers in the filed of transformational leadership is better than transactional leadership [10]. In the field of transformational and transactional leaderships, Amir Kabiri et al concluded that the dimension of
exceptional management (active) has the greatest advantage than other dimensions which is not matched to the present study's results. In the filed of the emotional intelligence and transformational leadership, the results represent that there is a strong relation between two variables (P<0.01, r=0.70); this result is matched to the studies of Golmanna (1998), Paimer (2001), Gardner, Stough (2002), Sivanathan, Fekken (2002), Higgs (2003), Dukket, Macfarlane (2003), Leban, Zula (2004), Rozett, Siarouchi (2005), Mortazavi et al (2005), Moghaddami (2007), Yaghoubi et al (2009), Moradi et al (2010); but no any match to the results of Schulte (2003), palmer et al (2001). In this regard, Golmanna et al presented that the high-level of emotional intelligence makes a space where a space where the informational participation, trust, health risk and learning can be constructed [12]. Bass and Avolio (1994) define the transformational leaders as individuals who show their emotions persuading successors to accept their responsibilities in organizations [5]. It is stated that recently the transformational leadership is combined to the emotional intelligence concepts and they need the emotional intelligence [2]. In general, due to the studies, the existence of significant relationship between the emotional intelligence and transformational leadership is acceptable. Based on the same relationship, it is not genetically proved and it is mostly learnable and teachable; It is suggested that in the filed of reaching emotional intelligence to mangers and even employers must be considered strongly. For example, writing short statements on a bulletin can be useful to praise people to persuade others emotions and feelings. Also, the results representing that there is a positive significant relationship between all dimension of transformational leadership and emotional intelligence (P<0.01). In the field of emotional intelligence and transactional leadership style, the results showed that there is positive significant relationship between emotional intelligence and transactional leadership style (P<0.01, r=0.48). This shows that the related both styles is simultaneously streaming in the society of course, there was no any significant relationship between the dimension of transactional leadership (conditional praises and management based on exception) and the emotional intelligence. It may be due to the transition of an organization from transactional towards transformational leadership. The obtained results is matched to Moradi et al (2010) research, but the results of Coetzee and Schaap (2001) and Mortazavi (2005) showed that there is a negative relationship between the emotional intelligence and transactional leadership and no match to other studies [8, 21]. Due to the results, it is suggested that the top mangers of the organizations practically pose transformation behavior and they have been introduced as a pattern in this regard; this makes a background for transformational behaviors in the lowest level of an organization. There is a negative relationship between the emotional intelligence and Lasseze-faire leadership (P<0.05, r=-0.39) which the results are matched to Barling's et al research (2000), Dukket and Mcforlen (2003), Gardner and stew (2002), Sivanathan and Fekken (2010). Moradi (2010), Yaghoubi et al (2009); thus, those managers who do not pretend to intervene others important affairs, they cannot have a suitable behavior to others because they do not tend to face others and reply their urgent responses [20]. Generally, due to the results of the research, the consideration of emotional intelligence in the field of selecting managers may have the optimized and effectiveness managers and most importantly the emotional intelligence is strongly learnable than intelligence quittance. Therefore, the emotional intelligence can be established as an essential subject in the filed of education and management programs in the process of mangers affairs.

REFERENCES